

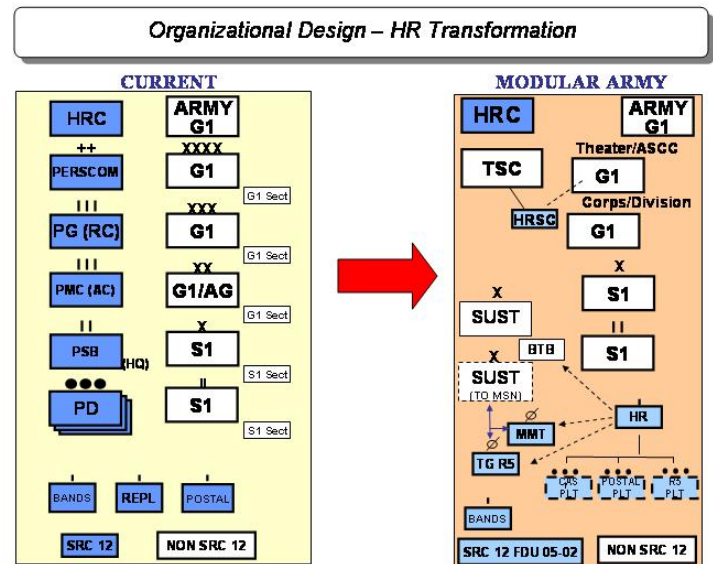


Personnel Services Delivery Redesign:

Empowering leaders to care for Soldiers with brigade centric personnel services support!

The Personnel Services Delivery Redesign (PSDR) initiative is one element of the Army's Human Resources (HR) community's response to the 21st century requirements of a modular, brigade-centric fighting force. Coupled with the future fielding of the Defense Integrated Military Human Resources System (DIMHRS), PSDR will significantly improve the accessibility, quality and timeliness of HR support to commanders and Soldiers. By eliminating support layers and creating more robust brigade and battalion S-1 sections, the PSDR initiative allows unit commanders to provide HR support directly to their Soldiers. Additionally, the deployed HR organizational footprint will change dramatically, creating new organizations to more effectively handle the challenges of our modern operational environment. Gone are legacy C2 layers replaced by modular HR units and a scalable approach to delivering service and support in a deployed theater.

Proof of concept. The PSDR initiative was successfully piloted in the 101st Abn Div (AASLT) and in May 2005 the Vice Chief of Staff of Army (VCSA) approved PSDR for Army-wide implementation. Soon thereafter, the Army G-1 directed the Human Resources Command to implement PSDR and The Adjutant General Directorate took the lead on implementation. In coordination with the Soldier Support Institute and Army G-3, they developed a comprehensive PSDR implementation plan. This plan details a phased fielding consisting of equipping, personnel resourcing, and training that started in FY05 and is scheduled for completion in FY08 for the Active Army. The Army G3 published an implementation order with the timeline for PSDR following the VCSA's approval of the force design update (FDU). The PSDR implementation plan considered the Army Campaign Plan, Inter-Global Positioning and Basing Strategy (IGPBS), Base Realignment and Closure (BRAC) decisions, unit manning, modularity, and the deployment schedule of the total Army. A New Organization Training Team (NOTT) under the direction of the Soldier Support Institute is conducting the training for transitioning units.



More horsepower in the S-1 sections. The Brigade-centric HR approach is the center piece of the PSDR initiative and complements the CSA's concept of developing modular, expeditionary forces--making brigades capable of independent operations regardless of location. PSDR will shift the core of HR support from division or installation level organizations to professionalized BDE and BN S-1 sections. These S-1 organizations are more robust than in the past and have the expertise to execute the full range of support from Essential Personnel Services to Strength Management. Implementation of PSDR means expanding many personnel tasks performed at brigade and below, and adding over 20 new tasks. However, a significant increase in staffing coupled with other enablers will help these new teams better execute the missions for which they're responsible. These enablers include having access to more bandwidth and organic equipment like CAISI and VSAT to allow better connectivity with HR resources at theater level and above.

Typical BCT/Brigade S-1 section

O4	42H S-1
O2	42B STR MGR
W2	420A PER TECH
E8	42A SR HR SGT
E6	42A HR NCO (x2)
E5	42A HR NCO (x2)
E5	42F HR NCO
E4	42A HR SPC (x3)
E4	42F HR SPC

New theater footprint. PSDR's holistic approach to Brigade-centric HR also creates new theater level AG units for casualty reporting, postal operations, and R5, (reception, return to duty, rest and recuperation, replacement and redeployment). These HR organizations are embedded in the Sustainment community and will be able to capitalize on the more robust infrastructure and support capabilities provided by the Theater Sustainment Command (TSC) and its subordinate organizations. Gone are the legacy theater PERSCOM, personnel groups, and personnel service battalions and in their place are modular, scalable organizations that can be quickly packaged to meet the theater commanders HR requirements. The flexibility afforded by this "plug and play" approach maximizes limited HR resources while at the same time providing more capability, more quickly than in the past. The capstone theater HR organization is the Human Resource Sustainment Center (HRSC) a subordinate element of the TSC which also supports the Army Service Component Commander (ASCC) G-1. With deep technical expertise in all the HR core competencies, the HRSC leadership orchestrates theater HR operations through a network of functionally aligned teams under the command and control of HR companies embedded in the Sustainment Bde BTB. With newly designed structures to handle missions from R5 to postal operations to casualty reporting, PSDR has greatly improved the theater commanders HR capabilities.

Transition in full swing. PSDR conversion of active Army units started in February 2006 and by the end of this calendar year 40% of the active Army will be converted to the PSDR structure. Additionally, conversion of Army National Guard units in South Carolina started in September 2006 and conversion of units in the US Army Reserve will begin in December 2006. Overwhelming feedback from units undergoing transition is positive and commanders have truly embraced their role in delivering HR support to Soldiers. Through an ongoing lessons learned process, fielding and transition of units continues to improve with each iteration.

In summary, Brigade-centric HR will deliver better support to commanders and Soldiers, but like other changes resulting from the Army's transition to a modular force, there will be some challenges along the way and some adjustments may be needed. However, the many benefits that accrue from having more Soldiers that are more skilled in the S-1 section and creating theater HR units that are tailored for specific HR missions clearly indicate that PSDR is the right approach for our modular force.

To learn more about PSDR please visit their Web site. www.PSDR.Army.mil